



STAFFING THE SAFETY OFFICE

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INTRODUCTION

As greater emphasis has been focused on safety and health in the federal workplace, the role and mission of the Army safety office has expanded. Unfortunately, this workload expansion has not always been accompanied by an attendant increase in authorized manpower to perform the additional required duties. This anomaly occurs because the increased safety mission comes from a source which is neither chartered nor empowered to provide additional personnel. For instance, your safety office may be charged with functional responsibilities which were promulgated through the Army safety management chain of command, but your safety staff was provided through the procedural authority of Army personnel command channels. Consequently, you frequently find a significant imbalance between the responsible workload assigned to the safety office and the authorized manpower with which to accomplish associated functions. It then becomes the safety manager's job to alleviate the problem by striving for additional required manpower.

If you were asked to identify the single most important directive that governs the Army Safety Program, several different documents of more or less equal pertinence could conceivably come to mind as likely possibilities. Correspondingly, there is no single regulation or pamphlet that contains all there is to know about staffing the safety office. This publication introduces some of the more relevant directives and controls that pertain to staffing, along with some ideas on their use and application.

The number of authorized safety positions at Army installations and activities may vary considerably from one to another even though their size and mission may be relatively alike. Such variation is usually attributable to the particular staffing procedures employed by the separate activities and the staffing expertise of the individual safety manager. In most instances, existing allocations of manpower were recommended by a manpower survey team. The number of personnel spaces currently authorized for your safety office was probably established during the last manpower survey of your organization. If this is true and your total workload was not accurately presented at that time or if your workload has since changed, your present authorized level of staffing could be incorrect.

This publication is intended to provide technical staffing information that will assist the safety manager in realizing and maintaining a proper balance of manpower resources. To this end, certain related segments of the total staffing process are considered. In the following section, the safety office structure is viewed under various organizational concepts. After that, manpower management is looked at from the HQDA perspective in terms of programming, budget, and authorization. Next is a discourse on the relevance and application of Army staffing guides. Then, manpower surveys are discussed in light of how and why they are conducted. Finally, workload documentation and its importance in justifying manpower allocations is addressed.

ORGANIZATIONAL STRUCTURE

Headquarters, Department of the Army, stresses that proper organizational structure is a prerequisite for attaining minimum essential staffing, effective use of personnel, and efficient operations.

The safety office may be established under several alternative organizational possibilities (see figure 1). Major Army commands and separate Army headquarters frequently structure the safety office according to different command line concepts. At some Army activities the safety office is located under the operational control of The Inspector General. At other installations, the safety office is found on the commander's special staff as a separate function. This latter configuration affords a favorable degree of visibility which often generates command support that might not otherwise be so attainable. The Staffing Guide for U. S. Army Garrisons portrays the typical safety office as a branch function of the Personnel Services Division under the Directorate of Personnel and Community Activities.

Under this concept, the safety office is a subordinate element of a much larger segment of organization which has many mission responsibilities.

USAREUR employs an unusual organizational concept. A reorganization of the headquarters staff in Europe consolidated nearly all safety policy in one office so that a single focal point for all safety matters would be established in that command. Safety personnel responsible for fire prevention, aviation, explosives, transportation, OSHA, chemicals, weapons, missiles, etc., were all brought together in one office. The results of this cross-fertilization of safety talent are still being evaluated but it seems to be quite successful. Other commands throughout the Army are interested in the development of this organization configuration in terms of overall effectiveness and responsiveness of command level to the needs of subordinate commands plus better management control.

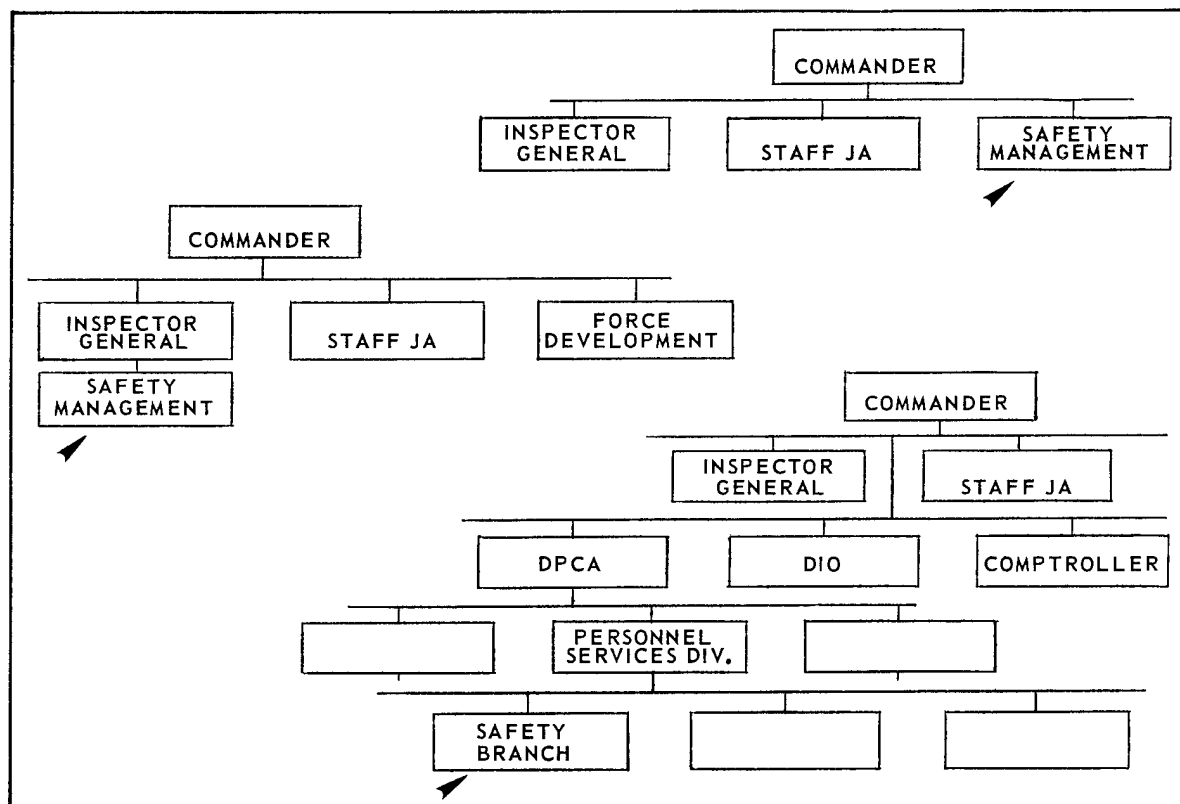


FIGURE 1.—Organizational Alternatives

MANPOWER MANAGEMENT

While your interests as a manager are focused on the safety office and its functions, your higher echelon of command is concerned with the total organizational mission responsibility, and the distribution of available manpower is effected accordingly. Your higher headquarters is constrained by a framework of budgetary authorization for personnel pay, which means that a fixed number of positions must be apportioned to all organizational elements to get the total job done. You must present your manpower requirements convincingly to have proper staffing allocated to the safety office.

AR 570-4 is the governing directive that deals with manpower management. The objective statement of this AR reads, "The manpower management system provides for the management of human resources in the accomplishment of the Army's mission. The objective is to maintain combat effectiveness with minimum manpower." Manpower programming is an essential part of an organization's total operating program. Manpower requirements data provide the basis for planning, programming, and allocation of resources. It is necessary, therefore, that requirements be accurately determined and documented on a continuous basis.

Constraints such as end-year civilian employment projections, manpower ceilings, funding limitations, and the nonavailability of military and civilian personnel often result in manpower resources being far short of actual requirements. Manpower planning is concerned with that time frame beginning with the budget year (year following the current fiscal year) and may reflect long-range planning. Detailed manpower planning is generally limited to five years beyond the budget year. Actual manpower programming begins with the current year and goes one year beyond the budget year. Both planning and programming must conform to Office of the Secretary of Defense (OSD) guidance. The Headquarters, Department of the Army, directive that outlines the objectives, guidance, end strength, and structure of the Active Army is the Program Budget

Guidance (PBG). This is an annual programming process which considers priority of mission, workload, availability of funds and manpower, plus actual strengths and contractual services. Allocations of manpower are made to major Army commands and agencies in accordance with manpower strengths as provided by the PBG. This manpower is then suballocated to subordinate organizational elements and is reflected as specific personnel positions in approved authorization documents.

Manpower allocation considers past utilization, projected requirements, and other program controls, insuring that priority mission requirements are supported first-first priority being that of combat readiness or functional support of combat forces. Further allocation is then made on the basis of a descending order of emphasis. Different commands consider certain mission functions to be of greater or lesser importance than other workload responsibilities; accordingly, command interest in a certain function is often reflected by the size of the operating staff in that particular office.

Organizations must have certain equipment and manpower to function. This equipment and manpower must be authorized by some official Department of the Army document such as Modification Tables of Organization and Equipment (MTOE) or Tables of Distribution and Allowances (TDA). AR 310-49, "The Army Authorization Documents System (TAADS)," governs the development of MTOEs and TDAs. Once an authorization document is established and approved for an organization, any desired change to equipment or personnel allowances must be completely justified by a thorough explanation of the situation and circumstances which brought about the new requirement. Explanations must be sufficiently clear, well organized, concise and complete to allow an analyst to understand the rationale for the proposed action. Figure 2 is a diagram of the manpower authorization flow process.

The Office of Force Development is the organization at post level which assures that

MTOE/TDA authorizations of personnel and equipment are compatible with actual requirements needed to accomplish assigned missions. The Manpower Branch within the Force Development organization is responsible for the personnel portion of the authorization document. The Manpower Branch can provide valuable assistance to you as you formulate and justify your manpower requirements for the

safety office. Sooner or later, your manpower authorization must be officially coordinated through their office, so you should establish a close working relationship early with them when developing your requirements. The Manpower Branch will offer expert advice on calculating manpower needs and provide professional guidance on preparing the necessary documentation.

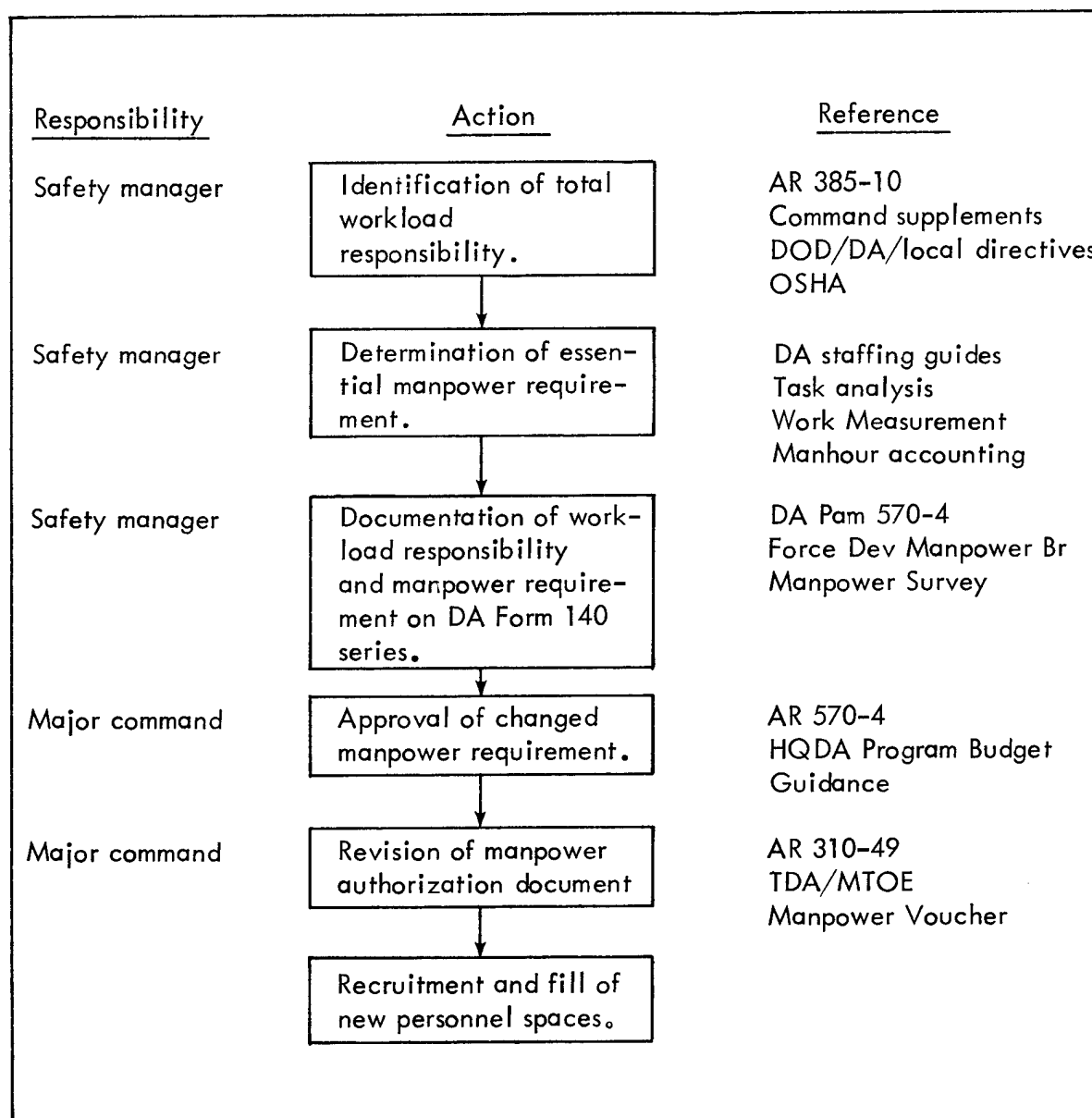


FIGURE 2.—Manpower Authorization Flow Process Diagram

STAFFING GUIDES

Department of the Army Staffing Guides are primary references employed by staffing specialists. Different Army activities such as garrisons, training centers, reserve components, etc., are provided specific staffing guidance in separate DA pamphlets. These staffing guides are identified in Appendix A of DA Pamphlet 570-4.

As a manpower manager, it is important for you to understand the principles of staffing guides and know how to use them. It is equally important that you become aware of their limitations, because they are not infallible; nor are they applicable to all organizations.

Staffing guides are just that. They are guides which provide information concerning person-

Table 551-251.3: Safety

Work Performed. Develops, coordinates, and directs the execution of safety management plans, policies, and procedures designed to prevent accidents involving personnel, operations, and activities of the installation. Provides safety engineering services and advises on matters pertaining to accident prevention and safety management. Establishes and maintains safety standards and safe operating procedures. Conducts inspections to insure that procedures and precautions are understood and followed and to detect unsafe conditions, practices, and safety program weaknesses. Provides safety promotional plans and materials required to generate safety consciousness. Assembles, analyzes, and summarizes accident experience data, prepares reports required by higher headquarters, and disseminates accident data within the installation. Provides safety training for installation personnel. Makes accident investigations, reports, and analyses. Assists individuals responsible for reporting accidents in the completion of required actions. Institutes corrective action for elimination of actual and potential accident causes.

Yardstick code 551-251.3	Population (thousands)*	7	13	22	45 & over
	Manpower requirement	2	3	4	5
	Interval rate17	.11	.043	

Military positions						Number of positions				Civilian positions	
Line	Duty position title	BR	MOS code	Grade	Position delineation					Job title	Code
1	SAFETY OFFICER.	EN	7422	MAJ	C	..	1	1	1	{ SAFETY OFFICER. SAFETY ENGINEER. SAFETY OFFICER.	GS-018 GS-803 G-018
2	SAFETY OFFICER.	EN	7422	CPT	C	1	..	1	1	{ SAFETY ENGINEER. SAFETY OFFICER.	GS-803 GS-1820
3	SAFETY OFFICER.	EN	7422	LT	C	..	1	1	2	SAFETY INSPECTOR.	GS-322
4	CLERK TYPIST	..	71B30	E-4	C	1	1	1	1	{ CLERK TYPIST. STAT CLERK (TYPING).	GS-1531

* ☒ TDA Military

☒ TOE

☒ Trainees

☒ Students

* ☒ Civilian employees

☒ Contractor personnel

☒ Dependents on post

☒ Others under comd or satellited

Note. In determining manpower requirements for safety functions, this table should be used as a guide with consideration given to accident problems, experience, and trends; aviation operations and training; and other high risk activities.

Pertinent Publication: AR 385-10.

FIGURE 3

nel allowances required to perform given workloads. They are designed for CONUS units operating under TDAs, although they may be applied to overseas activities whenever warranted. Because all installations and activities differ in some ways, staffing guides should be used only as points of departure. Whenever there are variations from the personnel allowance standards presented in the staffing guide, they must be explained and justified.

Webster's New Collegiate Dictionary says that a yardstick is a test or criterion by which something tangible is measured. Staffing guides have yardsticks to measure the number of positions necessary to complete the functions which support the mission. These yardsticks are found in the form of staffing tables (see figure 3 for example). A staffing table such as this provides specific guidance for determining the appropriate number and kind of positions for performing the various functions of each element within an organization. The example shown is an excerpt from the Staffing Guide for U. S. Army Garrisons (DA Pam 570-551).

Yardstick manpower requirements shown in staffing guides apply to all authorized military and civilian manpower except that paid only from nonappropriated funds. The yardsticks provide for 40-hour-a-week operation (44-hour week for military personnel) unless noted otherwise, and include normal allowances for all nonproductive time such as annual and sick leave, training and orientation time, and military duties such as mess attendant (KP), guard, and courts and boards. The nonproductive time factor used in staffing guides is 11 percent. This factor is derived by taking the total hours in a man-year, which is 2,080 (52 weeks x 40 hours = 2,080 hours) and subtracting 72 hours (9 days) for holidays, leaving 2,008 hours as total available time. The nonproductive time factor, representing annual and sick leave, used in manpower surveys and in determining overall Army manpower requirements, is 10 percent of the total available time (200.8). The productive man-year, therefore, is 1,807 hours (2,008 less 200.8 = 1807.2 hours). When computed as a percentage of productive time as opposed to total time, the

nonproductive time factor is 11 percent. At some installations, a higher nonproductive time factor may be documented (due to abundance of long-time employees who earn more annual leave or others who are absent for extended periods) and offered as a variance from the standard allowance.

You will notice that the example staffing table has a code number at the top. The first three digits are taken from the pamphlet number, and serve as a prefix which identifies it as a part of a garrison activity. The remainder of the code establishes the relative location of the function - whether it is at an equal level with, part of, or subordinate to, other functions. Major staff elements end in 00, such as 551-200 for Directorate of Personnel & Community Activities or 551-300 for Directorate of Security. Divisions of major staff elements end in 0. Branches and sections within a division end in a number other than 0. The following example taken from the DPCA element of DA Pam 570-551 (U. S. Army Garrison) will serve as an illustration:

551-200-----	551 indicates that the (Directorate of code is from DA Pam Personnel and 570-551. 200 indicates Community that we are referring to a Activities) major staff element be- cause it ends in 00.
--------------	--

551-250-----	250 indicates a division of (Personnel 200. Services Division)
--------------	--

551-251.3-----	251.3 indicates a branch (Safety Branch) of 250.
----------------	---

In a staffing table, after the yardstick code and the identification of work performed comes the yardstick itself. The yardstick is made up of specified levels of monthly output, expressed in units of work appropriate to the activity, and the number of positions normally required to accomplish those levels of output. Look at the example again and see that three positions are normally required to accomplish a workload of 13 units (population in thousands) on this table.

Immediately below the portion of the table that gives the yardstick, you will find something called an interval rate. The interval rate tells you what portion of a position you will need to accomplish one more work unit. This is used to compute the number of positions that you will need if your workload does not happen to coincide with the specific workloads given in the yardstick. Using the table again, suppose that your Safety Branch had a monthly workload of 18 (thousands) personnel to be served. That figure doesn't appear in the table, so you will have to compute the number of positions required using the interval rate.

The workload of 18 (thousands) personnel lies between 13 (thousands) and 22 (thousands) personnel. The interval rate for this interval is .11. You know that for 13 (thousands) of those 18 (thousands) personnel, you will need 3 positions. To determine the number you need for the remaining 5 (thousands), simply multiply that figure by the interval rate, thus:

$$5 \text{ (thousands)} \times .11 = .55 \text{ positions}$$

Positions don't come in fractions. So simply round the number to the nearest whole number, which in this case is 1. You needed three positions to serve 13 (thousands) personnel, so now add one position to serve the additional work units for a total of four. Detailed instructions on further techniques of interpolation and extrapolation are provided in the staffing guide.

Now look at some of the other things that can be found in a staffing table. Immediately below the interval rate, there are several columns devoted to the composition of your work force. You will see that duty positions, branch,

MOSs, and grades are given to let you know how you could expect to organize the people you need. In the column entitled *Position delineation*, the code M (military) or C (civilian) indicates the type of personnel which should be utilized in each position in accordance with position delineation policy and criteria in AR 570-4. The next column is headed *Number of positions*, and recommends how the positions will be distributed by grade, MOS, and duty title. To determine this distribution, place your finger on one of the *Manpower requirement* blocks. Now move your finger downward until it has entered one of the subcolumns under *Number of positions*. Keep going until you find a number in that column. Wherever you find a number, read directly to the left to determine the recommended position title, branch, MOS, and grade for positions designated as M. Read to the right to determine the recommended job title and code for positions designated as C.

According to the example staffing table, if the safety office serves a post population of 45 thousand, 2 safety inspectors are indicated.

At the top of every staffing table you will find a few lines describing the work performed. This "description of work performed" can be a big help to you when you start to do your staffing job because it tells you what type of work is performed by a section portrayed in the table. If it happens to match your section closely, you will be able to follow the table closely. If, however, your section differs from the one in the staffing table, you can use the table as a starting point and modify it to meet your needs.

MANPOWER SURVEY

Many new safety managers have never been directly involved in a manpower survey. Current procedures call for a survey of each activity at least once every four years. A manpower survey is conducted to evaluate operational efficiency and insure that minimum essential manpower is authorized for an organization to accomplish its assigned mission.

DA Pamphlet 570-4 (Manpower Procedures

Handbook) is the governing directive on manpower surveys and accompanying survey report forms (DA Form 140 series). The DA Form 140 series must be prepared in advance of a survey. These forms portray your organizational structure, a description of the work your office is required to produce, workload volume, a measure of personnel productivity, authorized and actual personnel strength, and your recommendation for staff authorization.

So far as possible, survey team members are selected on the basis of their individual backgrounds. That is not to say that your next survey will be conducted by former safety personnel, but they will probably be relatively knowledgeable in the safety field. Principal methods of factfinding used by the survey team include the study of existing records, personal observation, personal interview, and questionnaires.

Four methods of approach may be employed in the conduct of a survey according to DA Pam 570-4. a. *Functional*. The surveyor seeks to answer such questions as (1) Are all necessary functions being performed? (2) Are functions fragmented among several organiza-

tional elements? (3) How many positions are assigned to a specific function? (4) Can the responsibility for performing the function be reassigned to do the job with fewer positions?

b. *Organizational*. Is the organization structured according to sound management principles for effective, efficient operation?

c. *Positional*. This approach relates established positions to the job to be done, e.g., (1) What is the relationship between tasks, assigned duties, and the time required to process a given workload? (2) Why was the position established? What does the incumbent accomplish? Could the mission be accomplished without the position?

d. *Statistical*. This approach is quantita-

MANHOUR ACCOUNTING REPORT

DIVISION		LAST NAME		GRADE		DATE											
SD		SMITH, R		GS 9		77 01 16 77 01 22											
ACTION TAKEN CODE	PROGRAM/PROJECT NUMBER	DAY												TOTAL			
		SUN		MON		TUE		WED		THU		FRI		SAT		HRS	TNS
		HRS	TNS	HRS	TNS	HRS	TNS	HRS	TNS	HRS	TNS	HRS	TNS	HRS	TNS		
101	77 004			8		4		3		5		2				22	
105						4		4		3		4				15	
103	77 010							1				2				3	
TOTAL				8		8		8		8		8				40	

FIGURE 4

tive and is most appropriate in functions which produce a direct, measurable unit of work.

Wherever possible, the survey team seeks to identify a representative unit of work, relate it to a measured work standard, and reduce the manpower analysis to a mathematical computation. Some functions and services provided by the safety office are simply not accountable in terms of man-hours expended per work units produced. For this reason, a documented man-hour accounting system which reflects manpower utilization of each employee is recommended. Some commands require that such a system be maintained. An example of a manhour accounting report is shown at figure 4. The example report is logged daily and submitted weekly. When numerical codes are used to represent specific actions taken and to identify specific workload, an enormous amount of manpower utilization data may be accumulated. This particular example lends itself equally well to either manual or automated processing. Documented man-hour accounting can show exactly what workload pursuits your manpower resources were expended for, as well as help you explain deviations from expected productivity norms.

For example, underproductiveness might be attributable to extended personnel absences caused by illness, TDY, training, detail, etc., while overproduction may be attained by overtime worked or borrowed/temporary manpower. There are many advantages to be derived from retaining manpower expenditure information. You will find documented data of this nature to be a useful management tool. Justification for personnel requirements is usually far more convincing when supported by a man-hour accounting system.

You as the safety manager have the responsibility to continuously analyze your organization and operation objectively, just as a manpower survey does. Changes in manpower requirements between onsite surveys due to changes in mission or workload can and should be documented on the survey report forms (DA Form 140 series) and submitted to your major command. Some managers mistakenly think that some other organization such as the Manpower Branch of Force Development is supposed to do this automatically. Not so. It is the absolute responsibility of the operating manager to make his manpower requirements known.

WORKLOAD DOCUMENTATION

So far as possible, a manpower survey will apply the standard staffing guide yardstick allowance to your organization. In most cases, this allowance will be inadequate because of the expanded mission of the safety office which was brought about by the Occupational Safety and Health Act of 1970 (OSHA). OSHA responsibilities at Army activities have been promul-

gated since personnel yardstick allowances were developed for the typical safety office. It now becomes necessary to document the additional tasks that have been levied on the safety office and determine the additional manpower required to accomplish these tasks. See figure 5 for specific elements of tasking which must be implemented to comply with

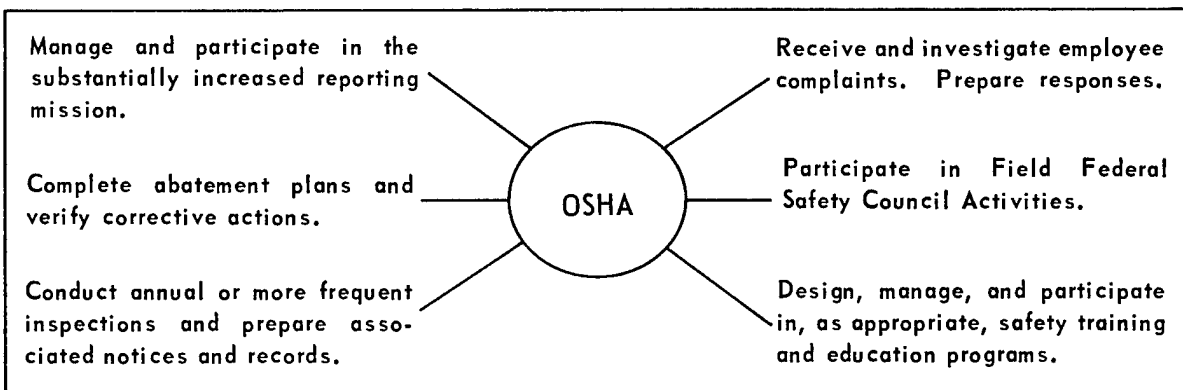


FIGURE 5.—OSHA Required Tasks (Generally Over and Above Current Safety Program Requirements)

current OSHA requirements.

DA Form 140-4 (Schedule X) is the official Army document on which to show this increased workload. Detailed instructions for preparing the Schedule X are in DA Pamphlet 570-4 and no attempt at further direction will be offered here except in the block entitled "Description of Work Performed" and Section D, "Specific Remarks." In these two key elements you can make a thorough presentation of all assigned workload functions, plus a detailed computation of man-hours required to perform these functions. Continuation sheets of these blocks are permitted to present the total scope of your workload. Here is where you should document each additional task not covered by the basic yardstick allowance. An example of a completed Schedule X is shown in figures 6 and 7. This example was constituted from an actual DA Form 140 series prepared and submitted by a CONUS installation safety office. The result of this endeavor was that the bulk of revised manpower requirements as shown was recognized and approved by the major command, and additional spaces were subsequently authorized. In figure 6, note how the description of work performed incorporates all of the tasks stipulated by yardstick 551-251.3 (by simply citing that code) and expands that workload to include other specific functional requirements which were brought about by OSHA or other directives. In this example, still other workload factors are introduced which reveal additional safety tasks to be performed such as providing service for Reserve component units located in the surrounding area.

The commander's comments in the example shown in figure 7 address the inadequacy of the current manpower authorization and proceed to explain why. Note that OSHA is reflected as the primary cause for the expanded workload of the safety office. To help clarify the impact of this additional workload, a description of the number and types of hazardous and highly technical occupations that fall within the service responsibility of this safety office is provided. The presentation goes on to quantify the additional workload by indicating the number of worksites to be inspected, man-hours required for inspection, frequency of inspections, and the proposed number of additional manpower spaces required.

These two data elements of the Schedule X allow the inclusion of as much detailed information about workload and relevant factors as you care to present. The more pertinent data you document, the better you and other staffing personnel can analyze your actual manpower requirement. Other variations of the examples given are possible and may serve your situation better. Decide upon the best format that will clearly show the workload for which you are responsible and be thorough in your composition.

Another excellent approach to validating manpower requirements is to document specific workload tasks which could not be accomplished due to insufficient staffing. This task listing with a breakout of required performance time presents a section of workload which is convenient to evaluate in terms of additional necessary manpower. It also serves to provide the safety manager a means of acknowledging that work responsibility even though personnel resources are not available for tasking. The combination of well-documented accounts of work accomplished together with other work yet to be accomplished can present a convincing portrayal of total manpower requirements. This technique has also proved to be an effective remedy for understaffed safety offices.

An important note at this point is to be prepared to present new workload as part of your official mission. Self-imposed work functions are not usually recognized by reviewing officials. You may be required to physically show the specific authority which assigned the responsibility for these additional tasks to your organization; and while you may cite the Occupational Safety and Health Act of 1970 as authority for certain tasks you perform, you must be prepared to answer the question, "what mandates the Army (and more specifically, your office) to implement OSHA?" The appropriate response to such a query will certainly include reference to such documents as Title 29 of the Code of Federal Regulations, Part 1960, "Safety and Health Provisions for Federal Employees"; Executive Order 11807, "Occupational Safety and Health Programs for Federal Employees"; DOD Directive 1000.3, "Accident Prevention Policy for Department of Defense"; HQDA Safety Director implementing messages; AR 385-10; and local major

MANPOWER UTILIZATION SURVEY REPORT - SCHEDULE X - MANPOWER AND WORKLOAD DATA												REPORTS CONTROL SYMBOL CSFOR-76									
For use of this form, see AR 570-4; the proponent agency is the Office of the Assistant Chief of Staff for Force Development.																					
MAJOR STAFF ELEMENT		DIVISION		BRANCH		SECTION OR UNIT				SHEET NO.		LINE NO.									
DPCA		Personnel Services		Safety Management						5		9									
DESCRIPTION OF WORK PERFORMED: As indicated in YS 551-251.3 in addition to the following: Implements and manages the Occupational Safety and Health Act (Public Law 91-596) IAW DOD Directive 1000.3, Presidential Executive Order 11807 and AR 385-10. Develops and implements a phased plan to (1) fund the cost of conducting a comprehensive survey to determine what is needed to meet Occupational Safety and Health Standards, (2) conduct an installation-wide survey of Army industrial-type operations, facilities and equipment, (3) develop fund requirements																					
YARDSTICK CODE		SECTION A - SUMMARY OF MANPOWER																			
551-251.3		OFF		ANC & AMSC		WO		ENL		US CIV		NON-US CIV		TOTAL MANPOWER SUBJ TO ALLOC		OTHER MANPOWER		TOTALS			
		a		b		c		d		e		f		g		h		i			
WORK UNIT		1. ALLOCATION								8				8				8			
Population (Thousands)		2. ACTUAL STRENGTH								8				8				8			
		3. RECM BY CO								14				14				14			
		4. RECM BY SURVEY TEAM																			
YARDSTICK ALLOWANCE COMPUTATION										SECTION C - MANPOWER											
										ALLOC STR		RANK OR GRADE		ACTUAL STR		RANK OR GRADE		JOB TITLE			
										a		b		c		d		e			
SECTION B - PERFORMANCE DATA										1		GS12		1		GS12		Asst Safety Manager			
MANPOWER										2		GS11		2		GS11		Safety Specialist			
WORKLOAD										4		GS09		4		GS09		Safety Specialist			
										1		GS05		1		GS05		Secretary (Steno)			
MONTH																					
a										b		c		d		e		f			
AVG STR										g		h		i		j		k			
TOTAL MAN-HOURS WORKED										l		m		n		o		p			
HRS OP IN MO										q		r		s		t		u			
EQUIV MAN-MONTHS (c x d)										v		w		x		y		z			
NO. OF WORK UNITS										aa		ab		ac		ad		ae			
W/L PER PERSON (f - e)										af		ag		ah		ai		aj			
Oct										8		912		168		5.4		44.6		8.3	
Nov										8		926		160		5.8		43.8		7.6	
Dec										8		946		168		5.6		40.9		7.3	
Jan										8		1008		176		5.7		42.5		7.5	
Feb										8		872		152		5.7		42.2		7.4	
Mar										8		941		168		5.6		41.1		7.2	
Apr										8		945		176		5.4		40.8		7.6	
May										8		872		168		5.2		42.1		8.1	
Jun										8		948		168		5.6		43.8		7.8	
Jul										8		952		176		5.4		43.5		8.1	
Aug										8		1000		168		6.0		39.9		6.6	
Sep										8		1117		168		6.7		42.1		6.3	
1. WORKLOAD USED AS BASIS OF APPRAISAL																					
2. AVERAGE PRODUCTIVITY																					
3. MANPOWER ALLOWANCE																					
SURVEY WORKLOAD (1) ()																					
AVG PRODUCTIVITY (2) ()																					
AMS CODE:																					
TDA PARA:																		17A			

DA FORM 140-4

REPLACES DA FORM 140-4, 1 NOV 66, WHICH WILL BE USED.

Schedule X (S_____, L_____) Continuation Sheet (Description of Work Performed)

necessary to bring facilities and equipment into compliance with the standards and prioritize the sequence of financing the correction of discrepancies which will alleviate the greatest hazards first, and (4) develop a program which will insure equipment and physical structures continue to meet the required standards and assure that all new procurement and construction will include compliance with the standards from the time of inception. Provides safety services as delineated in paragraph 1-5, AR 385-10 to Army Reserve commands, and upon request to Army National Guard commands and ROTC units, located within the geographical services support area. Provide safety services as delineated in paragraph 1-5, AR 385-10 to tenant organizations to include review and analysis of accident reports for computer processing and dissemination to the appropriate major commands. Monitors the Vehicle Safety Recall Program and renders status reports to the Tank Automotive Command, Warren, Michigan. Establishes special programs which are consistent with and support special presidential safety programs. Conducts preliminary survey of all established and new jobs and work areas to determine which jobs and areas are to be classified as eye-hazardous. Designates the correct type of protective eyewear to be worn on the job or in the area. Processes requisitions for protective eyewear and grants approval or disapproval. Supervises the Hearing Conservation Program. Evaluates hazards, physical hardships, and working conditions of an unusual nature to determine if the dangers or risks can be eliminated or reduced, and if not, whether exposure warrants Environmental Differential Pay for General Schedule employees. Represents the installation as an official cooperating agency in the National Safety Council's Driver Improvement Program.

FIGURE 6

SECTION D - SPECIFIC REMARKS

1. COMMANDING OFFICER

a. DA Yardstick 551-251.3 does not adequately portray the scope of total mission responsibilities assigned to this office. The current TDA authorization for eight personnel is not valid if this organization realistically supports the additional work requirements as imposed by the Occupational Safety and Health Act of 1970 (Public Law 91-526) and implementing directives.

b. Additional spaces recommended on line 3 of Section A are justified as follows:

(1) Six additional safety specialists are required to support the expanded mission requirements of this organization. Compliance with safety standards promulgated under OSHA is a statutory requirement for Federal Agencies as stipulated in Executive Order 11807. Specific instructions for the implementation of this program are contained in Federal Register Volume 39, Number 197, Part IV, Safety and Health Provisions for Federal Employees, dated 9 October 1974. Accordingly, HQDA has published changes to AR 385-10 and messages requiring Army activities to implement the new inspection and standards compliance program. Department of Defense Instruction 1000.3 further mandates compliance with OSHA requirements throughout DOD activities. Federal law requires that the inspections be conducted by professionally qualified personnel. The scope of the program includes the inspection of all worksites (at least once annually) including offices where Federal employees (military and civilian) perform their duties.

(2) The civilian and military workforce at this installation is engaged in 553 occupations of various kinds of hazardous functions, work processes and environment. About 70% of the workforce is engaged in diverse and specialized occupations in high risk categories such as heavy equipment operations, handling and repair; major warehousing operations involving a variety of commodities; manufacturing activities such as production of plastics; research and development activities which include a variety of laboratories and test and evaluation ranges; complex welding activities; high-volume expenditure of ammunition and explosives; demolition operations; handling, transporting and using a variety of hazardous commodities such as carcinogens, radioactive isotopes, and toxic, flammable, irritant and explosive substances; industrial hygiene activities; firefighting activities; transportation operations to include light and heavy wheeled and tracked vehicles; operation of a fully complimented Army airfield including missions involving emergency air rescue and evacuation, assault-type aircraft training, maintenance and logistical support activities, and test and evaluation projects, and other extensive work involving machine usage, powered tools, lasers, high-energy electricity, weapon and vehicle maintenance and repair activities, cold storage operations, construction activities, land management activities including lumbering operations, etc. The remaining 30% of the workforce falls within normal-risk categories, such as administrative, clerical and other office work, light industry, etc.

(3) There are 2,590 occupied buildings under the control of this headquarters. These buildings are widely dispersed throughout the entire reservation so travel between them is relevant time factor in determining a requirement for manhour planning purposes. An average sampling was used to determine a time requirement. (Unusual cases were not used.) The best conservative averages were determined as follows:

Schedule X (S ____, L ____) Continuation Sheet (Specific Remarks)

	First Year	Thereafter
Technical inspection of building/equipment	2.5 m/h	2.5 m/h
Travel time	.2 m/h	.2 m/h
Time for logs/records/reports	1.0 m/h	1.0 m/h
Follow-up and commander briefing	.3 m/h	.3 m/h
Compliance cost estimating*	2.0 m/h	
TOTAL (First year)	6.0 m/h	
(Thereafter)		4.0 m/h
2,590 buildings x 6.0 m/h per building	= 15,540 m/h	
2,590 buildings x 4.0 m/h per building		= 10,360 m/h
1,807 available m/h per year (DA Pam 570-4)		

10,360 m/h required divided by 1,807 hours per person = 6 additional spaces.

The above man year requirement is for the accomplishment of the OSHA inspection mission only.

*Compliance cost estimating is a one time requirement and is, therefore, not included after first year manpower requirements.

FIGURE 7

command supplements to AR 385-10.

As the safety manager, you must be intimately aware of the provisions and task responsibilities levied upon the Army Safety Program by OSHA and implementing directives. You should also insure that all additional tasks and responsibilities are reflected in your current organization and functions manual, SOP, and other official organizational directives.

SUMMARY

- HQDA says that proper organizational structure is a prerequisite for manpower resource conservation and operational efficiency.
- Manpower managers must plan and program their future personnel requirements to have authorized positions when they are needed.
- Department of the Army staffing guides recommend appropriate types and levels of manpower for given organizational missions and functions.
- As an Army-wide agent, manpower surveys strive for optimum organizational effectiveness with minimum essential operating staff.
- Changes in mission or workload which bring about new manpower requirements should be thoroughly documented at once on the DA Form 140 series.
- The authenticating authority for new workload responsibility must be well defined to be convincing.

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